
THE CITIZEN BUDGET PROGRAM

Report of the 2003 City of Detroit Annual Public Budget Meetings and Citizen Survey



highlighting the programs of the Fire, Health, Police, Public
Lighting, Public Works and Recreation Departments

2003 Meeting Sites:

Holy Redeemer – Blue Room, 1721 Junction
Tuesday October 7, 6–8 pm

Farwell Recreation Center, 2781 E. Outer Drive
Thursday October 9, 6–8 pm

Survey of Citizen Priorities:

available at the meetings, by mail, through city facilities,
and at www.ci.detroit.mi.us



Kwame M. Kilpatrick, Mayor
Detroit City Council



THE CITIZEN BUDGET PROGRAM: The City of Detroit Annual Public Budget Meetings and Citizen Survey



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THE CITIZEN BUDGET PROGRAM: The City of Detroit Annual Public Budget Meetings and Citizen Survey



The Annual Public Budget Meetings requirement was added to the Detroit City Charter in 1996. The spirit of this requirement is increased communication with the public about scarce City resources. The Budget Department created the Citizen Budget Program to do this, and Budget staff organize the meetings every October and put out a companion *Survey of Citizen City Service Priorities* from September 1–November 1 each year.

One public meeting is held on the eastside and one is on the westside, with different community partners as hosts. Budget staff meet with high school classes and distribute the Survey with return postage prepaid to block clubs and community organizations and through city facilities. The survey is also posted on the city website. Everyone is encouraged to participate.

The 2003 meetings were hosted by Holy Redeemer (right – Photo by Kwabema Shabu) and the new Farwell Recreation Center (below – Photo by Cordell Stubbs).



WHAT THE CITIZEN BUDGET PROGRAM DOES

The Citizen Budget Program aims for a dialogue with the community: framing the issues around the most important city services so that citizens can weigh in and be heard. For all the tough budget decisions we face, we want to be consistent with those sentiments the public has rallied around. The program started in 1997, so it's still growing.

Educational Goal

It's not always easy to figure out who does what in City government, and how decisions are made. We want to publicize major city services and the process for making budget decisions about them. The meetings and informational materials identify the services provided by the six largest tax-supported departments. An Informational Packet provides contact numbers, and the City's timeline for making budget decisions, so that the public can get involved. The Detroit Cable Commission films the meetings to air on Government Access Channel 10 in December.

Your Input

We try to get a variety of citizens from all parts of Detroit to participate. We reach out through community organizations, through libraries, recreation centers and other city facilities, and through the newspapers and radio. Budget Department staff go to Detroit schools to hear from High School students. Everyone can be heard whether or not they come to the meetings, by completing the Citizen Survey between September 1 and November 1 every year and sending it to the City of Detroit Budget Department.

Photo: Cordell Stubbs



THE MEETINGS, SURVEY AND PACKETS

The Citizen Budget Program is focused on three areas: what are the most important responsibilities of City government? Half of all tax money is spent on the Fire, Health, Police, Public Lighting, Public Works and Recreation Departments – which of their services or programs should get the most attention? Should they get more attention at the expense of other activities funded by the City in 26 other agencies?

Feedback on these three key questions was collected at the evening meetings, through the internet, through the U.S. mail, and in high schools. This feedback was sorted according to the basic demographics collected from each participant, and interpreted according to how it was collected, in order to understand differences in citizen opinions.

The meetings followed the survey format: Directors or Deputy Directors of each major Department talked about their responsibilities. The Budget Director talked about the city's budget. With the assistance of the Henry Ford Health System, citizens used handheld voting devices after each presenter. After the presentations, we heard from dozens of citizens about their neighborhoods, their hopes for Detroit, and their expectations of City leaders. This way, everyone's opinions were recorded. We reduced the number of questions at the meetings.



Lisa Webb and Lisa Wright of Henry Ford Health Systems administered the electronic polling system at Holy Redeemer (pictured) and the Farwell Recreation Center. Photo: Cordell Stubbs.

26-page Information Packets were distributed at the meetings, mailed out on request, and available on the city's website, along with the survey. These packets detailed city services and the annual budget in support of the meeting and survey questions.

In 2003, a database was installed on the city website for automatic capture of citizen survey responses. Due to technical difficulties with some of the calculated fields associated with the "Your Budget" sections, some loss of data occurred. With a growing volume of participation in this program, these problems will be resolved next year.



Photos:
Kwabema Shabu



*Thank you to the 829 citizens who
participated this year*

191 at the Meetings (179 through surveys)

90 through the Survey Mailer

251 through the City's Website

297 High School Students and their Teachers

Central (16)	Mackenzie (16)
Redford (27)	Osborne (153)
Kettering (23)	Renaissance (62)

WHAT CITIZENS TOLD US: THE FINDINGS

A wide range of Detroiters gave input under the 2003 Citizen Budget program. With over 800 participants, we heard citizens speak on a number of important questions posed by us, as well as on any subject they chose to comment on.

We asked questions that we consider every year in the budget development process:

- **What are the most important functions of City Government?**

The City takes responsibility for a wide range of functions that affect us all every day. Some of these are clearly more important to citizens than others. Citizens do not report a great understanding of the annual operating and capital budget making processes, but they know that they want the City to revisit its current list of responsibilities, and focus resources better around public safety, health and educational activities.

- **What services are most important to you?**

The six major departments highlighted in this process receive half of all tax money. When citizens looked at all of these departments' responsibilities, clear priorities emerged among them, and only a few programs are seen as expendable.

Citizens are dissatisfied with the precinct response, traffic enforcement, dumpsite cleanup and streets and traffic design services. Garbage pickup continues to receive high ratings. Youth diverge from adults on services closest to what they see on the streets they walk.

- **How would you spend limited City tax money?**

Citizens would focus more of the city's limited resources on these six major departments – but not necessarily or equally on each. Citizens want to believe that maximum efficiencies are realized. For example, despite highest support for the public safety function, citizens were willing to cut the Police budget. Despite "clean city" support, citizens cut the Public Works budget.

Citizens said that the City has to change the way it does business, to reorganize and take different approaches to service delivery. We learned that there are a number of major city services that people do not understand, and that we need to better communicate what we do. Likewise, citizens want the opportunity for input into policy and management issues.

Who participated?

While the meetings drew primarily from the surrounding areas, residents in all areas of Detroit attended them. People from all 29 city zip codes completed surveys through the mail or the City of Detroit website. Our youth meetings were hosted by government or economics classes at City schools, which typically consisted of sophomore students.

Who Participated: "Demographics" section	At the Meetings (179)	By Mail (90)	Through the Web (251)	Students (297)	<i>All Groups (817)</i>	<i>2000 City</i>
HOUSEHOLDS:						
% under \$25,000 annual	28%	36%	10%	<i>n/a</i>	18.3%	44%
% \$25,000-\$49,999	34%	37%	31%	<i>n/a</i>	32.5%	28%
% over \$50,000	38%	27%	59%	<i>n/a</i>	49.0%	28%
% home ownership	62%	81%	69%	<i>n/a</i>	68.9%	55%
Average household size	2.9	2.9	2.8	4.8	3.5	2.8
One-person households	20%	26%	23%	0	23%	30%
INDIVIDUALS:						
% "not pres. employed"	30%	7%	8%	<i>n/a</i>	12%	9%
% under 18 years	7%	0%	1%	100%	43%	31%
% between 18-24 years	5%	1%	10%	0%	4%	10%
% between 25-54 years	52%	43%	74%	0%	37%	42%
% over 54 years	37%	55%	15%	0%	16%	18%

note: as much as 50% of meeting attendees didn't report on any given item

58% of our survey participants were from the following nine zip codes:

48224 – 11%	48235 – 6.5%	48238 – 5.1%
48219 – 7.6%	48214 – 5.7%	48207 – 4.8%
48221 – 6.5%	48234 – 5.7%	48223 – 4.8%

Our participants reported higher incomes and homeownership than citywide averages. Employment rates and household sizes of adult participants are similar to city averages, but youth households are much larger. The overall age mix of all survey groups is similar, except for slightly high youth participation.

30% of City households consist of people living alone. Outside of student households, less than one in four participants in this study were in one-person households. In this study, 30% of our respondents are lifelong Detroiters, but we also heard from new residents.

We do not know how many Detroiters belong to the thousands of block clubs and community organizations here, but 2 out of 5 of our respondents said they were members (down from 3 out of 5 in 2002).

More website users reported high incomes than did meeting participants. Mail and web respondents were also more often homeowners than were meeting respondents. The differences between website and mailed or in-person surveys, if any, are not well understood.

The surveys and meetings each had three budget sections and an open comment section. One-third of the surveys included comments about citizens' neighborhoods. Youth were slightly less likely to offer comments, possibly because they completed surveys in one-hour sessions, rather than the two-hour meeting session time.



The meetings drew a cross-section of the neighborhoods in which they were held.
Photo: Cordell Stubbs.

What are the most important responsibilities of City government?

There are 8 overall purposes, or functions, of City government activities. Every program currently in the City's budget falls into one of these categories. Not all are completely funded by tax money. What should be the City's responsibility? Of City responsibilities, what should the City emphasize?



Citizens at the Holy Redeemer meeting are asked their priorities among the functions and major services that are currently the City of Detroit's responsibility. Photo: Cordell Stubbs.

Again in 2003, many people commented that the City should give up some current responsibilities: public lighting, some health programs, activities outside of city limits such as the Detroit Zoo. Many comments related to selling off assets, including valuable real estate outside of the city or with development potential. There were also suggestions that we reduce the tax burden.

Overall Purposes or Categories of City Services

Citizens ranked the importance of each of these service categories, from 1 – 8. When the same ranking was given to two or more categories, we “weighted” it to get a truer idea of what purposes are truly most or least important to people. For example, two categories each given a #1 rank split the first and second place rank, and were a 1.5.

The average of the rankings and the number of true “1” rankings reflect priorities.

Priority Order of the City’s Service Categories: Average of 1 – 8 rank (True #1 Ranks received as % All)				
Meeting	Mail	Web	Youth	Overall
Public Safety 41%	Public Safety 2.4 (44.8%)	Public Safety 2.4 (44%)	Public Safety 3.0 (27.8%)	1. <i>Public Safety</i>
Public Health 26%	Public Health 3.5 (12.8%)	Physical Envir’t 3.5 (9%)	Public Health 3.0 (26.7%)	2. <i>Public Health</i>
Mass Transit 12%	Physical Envir’t 4.0 (6.4%)	Building Supply 4.5 (11%)	Physical Envir’t 4.3 (10.8%)	3. <i>Physical Environment</i>
Physical Envir’t 6.5%	Building Supply 4.7 (10.3%)	Mass Transit 4.4 (8%)	Building Supply 4.9 (6.9%)	4. <i>Mass Transportation</i>
Recr./ Culture 6.5%	Mass Transit 4.7 (5.1%)	Public Health 4.7 (7%)	Mass Transit 4.9 (4%)	5. <i>Building Supply</i>
Management 4%	Management 5.4 (5.1%)	Economic Cap. 5.1 (6%)	Management 5.1 (4%)	6 (tie) <i>Economic Cap.</i>
Building Supply 3%	Recr./ Culture 5.5 (2.6%)	Recr./ Culture 5.4 (3%)	Economic Cap. 5.1 (3.6%)	6 (tie) <i>Recr. / Culture</i>
Economic Cap. 0%	Economic Cap. 5.8 (2.6%)	Management 5.9 (5%)	Recr./ Culture 5.7 (7.6%)	6 (tie) <i>Management</i>

*Note: meeting participants did not rank all 8 categories, only their Top 3 priorities
% do not add to 100% because many ranks were weighted as not “true” or unique*

Public Safety was the clear winner among the categories. There were some subtle differences in priorities among the survey groups, but Public Health and Physical Environment were top priorities for everyone, and the Economic Capacity and Management categories were low priorities for everyone.

1. *Public Safety (Police, Fire, EMS)*. Clearly the highest priority for all groups except youth, who rated public health similarly high.

2. *Public Health (Health centers and programs).*
3. *Physical Environment (solid waste, streetlights, landscaping, water/sewerage).* High rankings received on average, including many true #1 rankings, from mail, web and youth survey groups.
4. *Mass Transportation (bus services, street maintenance, City Airport, parking structures).* Strongest among meeting participants
5. *Building Supply/Conditions (building code enforcement, redevelopment, public housing).* A lower priority among meeting participants than among all other survey groups.
- 6-8 *Economic Capacity (convention center, development assistance, job training).* Received the fewest #1 rankings in each group except the web users.

Recreation and Culture (parks, recreation, cultural institutions, libraries, Cable Channel 10, public relations; not public schools). This category tends to receive as many 1st place ranks as last place ranks, even among youth.

Management (financial, legal, human resources, City Council, Mayor, other line items). This category receives many #1 rankings. Only web users gave it the lowest average ranking.

“Concentrate on getting Detroit to be clean and safe and everything else will follow”

Mailed survey

“Get rid of programs that are not essential.”

Web Survey

“With the increases in property values and taxes, we now realize we will never own property in Detroit again.”

Web Survey

Citizens' Understanding of the Annual Operating and Capital Budget Making Processes

The Annual Public Budget Meetings and citizen survey are the first step of the City's annual budget development process. At the meetings, citizens were asked how well they understood city budgeting processes. (Due to technical difficulties, information from the web survey is not available.) One in four citizens said that they did not understand the operating budget or capital budget process at all, and only one in six said that they understood these processes "rather well" or "completely."

"We built these casinos to help build the tax base, but I do not see any fruit from this venture."

Web Survey comment

"Still looking for legislation that would appropriate some monies from property taxes on a neighborhood basis for security/beautification programs."

Web Survey comment

Citizens often comment that the survey exercise is an insight for them into the difficulties of budget decisions. Citizens feel that city government is inaccessible because information about service delivery is lacking.

Many don't understand that casino revenues replaced other revenue cuts, or why the city can't better use what revenues it has. Many citizens do not know the limit of city of Detroit authority, for example concerning the Detroit Public Schools, freeway maintenance, or health care provision.

Every year, the Budget Department makes available full details of the Mayor's Executive Budget proposals and the final adopted fiscal year Budget on the City of Detroit website (www.ci.detroit.mi.us).



Other Comments about the Role of the City

More than one-third of all students made comments on their surveys, and nearly all of these comments raised issues related to cleaning up their neighborhoods, securing their walk routes, or providing more activities for them or fixing up recreational places.

One in four citizens who made comments told us to reorganize our priorities. This included focusing City resources on visible field services that are fundamental to quality of life, or organizing city service delivery around the different needs of different neighborhoods (ex: locating service facilities closer to their neighborhoods). There were a number of urbanist comments about preservation, pedestrianism and environmentalism.

*"I would like to see the City of Detroit recognized all over the world.
Just like Los Angeles and New York."*

Renaissance High Student

*"There are a whole lot of torn down houses in my neighborhood and
there is nothing being done about it. It really makes Detroit looks
really bad when people of different cities look at that and they think
why are people living like this."*

Osborn High Student

*"Stop focusing so much on what visitors or tourists think of the city.
The main concern should be on the citizens who live, thrive, survive
and try their best to maintain in this city everyday."*

Web Survey

*"The goal of city government is not to provide employment, rather to
serve the people living in its boundaries. We should be privatizing
and lowering taxes as much as possible. The percentage of city
employees to residents has gone up, remaining higher than when
the city held 2 million residents."*

Web Survey

What major department services are most important to citizens?

We asked citizens to do two things for each of the 6 major Departments:

1. Tell us how SATISFIED they are in their neighborhoods with the services they know. On the surveys, a '1' rank was "very satisfied" and a '5' rank was "unacceptable." Or, citizens were invited to indicate "don't know" by any given item. At the meetings, citizens were polled as to the least satisfactory service of each department.
2. On the survey, create "YOUR Budget" for the coming year by dividing \$10 among the programs of each major department; at the meetings, identify the "most important" and "least important" of each major Department's programs.

We also compiled citizen comments about the quality of services in citizen neighborhoods. This was an indication of the most frequent citizen concerns.



In addition to specific survey questions, citizen comment was recorded and compiled as a direct measure of the priority of major department services to citizens. Photo: Cordell Stubbs

Youth tended to give higher satisfaction ratings than adults. This could reflect either their lack of expectations, less experience with services, or in some cases, a more direct experience of some services than adults have. Most service ratings tend toward the middle (3.0) on this 1 – 5 scale, which reflects natural variety of opinions held about any item. A rating farther from the 3.0 – either greater or lesser – reflects clearer, more distinct public opinion.

Meeting opinion tends to reflect the characteristics of the neighborhoods surrounding the sites. One-third of participants made comments. Youth comments reflect different concerns than adult comments reflect. For example, youth in this study are preoccupied with pedestrian-level concerns, whereas adults were most concerned about reorganizing or re-engineering city government.

There were few differences among our participating high schools, which represented several areas throughout Detroit (see. P.33).

Many services of concern to citizens fall outside of the responsibilities of the six major departments highlighted in the Citizen Budget Program. These include responsibilities of property maintenance and demolition (Buildings and Safety Engineering Department); vacant land sale and redevelopment (Planning and Development Department); solid waste code enforcement and environmentalism (Department of Environmental Affairs); and public transit (Department of Transportation).

*"Save the money we get and
wait to do new stuff later"*
Kettering High student

Citizen comments emphasized focusing limited resources on the visible field services that are fundamental to quality of life in Detroit. Improving the efficiency of our processes and increasing our partnerships with the community are two examples. In 2002, one in ten comments were about these management methods; in 2003, nearly one in six adults who made comments touched on this broad issue.

Citizen Comments about Services in their Neighborhoods: Items of Frequent Concern

<i>Frequently Mentioned Service Items by Type</i>	<i>Adult Totals (% of all comments / % of all adults)</i>	<i>Youth Totals (% of all comments / % of all youth)</i>
<i>Responsiveness Issues:</i>		
(ALL) cut government /management/taxes and re-	30 (14.6% / 26.5%)	1 (0.7% / 1%)
(POLICE) Police deployment/community policing	12 (5.9% / 10.6%)	5 (3.6% / 5%)
(ALL) handling of community calls and service	14 (6.8% / 12.4%)	2 (1.5% / 2%)
(ALL) partnerships with the community	9 (4.4% / 8%)	1 (0.7% / 1%)
(ALL) privatize, contract out or sell off assets	8 (3.9% / 7%)	--
<i>Maintenance Tasks:</i>		
(PLD) street lighting in neighborhoods	9 (4.4% / 8%)	9 (6.4% / 9%)
(DPW) street maintenance	5 (2.4% / 4.4%)	11 (7.9% / 11%)
(BSE) pace of demolition of abandoned buildings	3 (1.5% / 2.7%)	12 (8.6% / 12%)
(REC) recreation facilities maintenance, park mowing	6 (2.9% / 5.3%)	6 (4.3% / 6%)
(DPW) sidewalk repair	2 (1.0% / 1.8%)	3 (2.1% / 3%)
(REC) tree trimming or removal	2 (1.0% / 1.8%)	--
<i>Enforcement Tasks:</i>		
(DEA) solid waste code enforcement	14 (6.8% / 12.4%)	--
(POLICE) traffic enforcement	6 (2.9% / 5.3%)	5 (3.6% / 5%)
(POLICE) Police response time	4 (2.0% / 3.5%)	6 (4.3% / 6%)
(POLICE) drug and prostitution enforcement	3 (1.5% / 2.7%)	7 (5.0% / 7%)
(POLICE) tight enforcement of all other laws	7 (3.4% / 6.2%)	2 (1.4% / 2%)
(FIRE) emergency response time	2 (1.0% / 1.8%)	4 (2.9% / 4%)
(BSE) property maintenance code enforcement	6 (2.9% / 5.3%)	--
(HEALTH) rodent or animal control	1 (0.5% / 0.9%)	3 (2.1% / 3%)
<i>Cleanup Tasks:</i>		
(DPW) vacant lot and other cleanup	15 (7.3% / 13.3%)	3 (2.1% / 3%)
(DPW) cleaning streets	1 (0.5% / 0.9%)	5 (3.6% / 5%)
(DPW) more frequent / better garbage pickup	--	3 (2.1% / 3%)
(POLICE) abandoned cars	2 (1.0% / 1.8%)	--
<i>Other Service Provision:</i>		
(REC) additional recreation facilities, incl. after school	5 (2.4% / 4.4%)	14 (10.0% / 14%)
Better public transit	8 (3.9% / 7%)	4 (2.9% / 4%)
(PDD) small business development / job training	7 (3.4% / 6.2%)	5 (3.6% / 5%)
(PDD) redevelop vacant lots	--	9 (6.4% / 9%)
(PDD) preserve / renovate abandoned buildings	2 (1.0% / 1.8%)	5 (3.6% / 5%)
Affordable housing	3 (1.5% / 2.7%)	2 (1.4% / 2%)
Violence prevention / youth hanging out	--	4 (2.9% / 4%)
Total Major Comments	183 (89%)	131 (95%)
Total of All Service Item Comments on Survey	205	140
Total Respondents Making Comments	113 (33%)	100 (34%)

MISCELLANEOUS OTHER COMMENT SUBJECTS: city's image, Detroit public schools, Mayor's performance, land banking, fines/collections, water and sewerage system, parking downtown

Totals exclude public comment periods at the end of each public meeting.

The Fire Department

Adults and youth alike were relatively satisfied with the mix of services offered by the Fire Department. Likewise, with the performance of these services.

Fire suppression and emergency medical services are the clearest priorities, though less strong for youth. Few people gave \$0 to these or any Fire Department services. Arson investigation is the lowest priority.

Citizen Satisfaction and Budget Priorities for Fire Department services						
SURVEY		MTGS	SERVICE	SURVEY		MTGS
Avg Ranking (1 – 5)		% least		“Your Budget”		Highest
Adults	Youth	satisfied		Adults	Youth	priority
2.5	2.4	16%	Fire suppression (fighters/equipment)	\$2.83	\$2.15	41%
2.7	2.5	9%	Fire prevention	\$1.70	\$1.82	12%
3.0	2.6	11%	Arson investigation	\$1.38	\$1.60	2%
3.2	2.7	35%	EMS emergency medical service	\$2.59	\$2.61	37%
2.8	2.8	5%	Response to environmental disasters	\$1.50	\$1.82	7%
‘1’ very satisfied; ‘5’ unacceptable				May not add exactly to \$10		

Many people don’t know about arson investigation or the emergency preparedness function of responding to environmental disasters.

Few citizens commented about Fire Department services.

Citizen Knowledge of Fire Services: % “Don’t Know” for each service			
	Meeting	Web/Mail	Youth
Fire suppression (fighters/equipment)	24%	11%	11%
Fire prevention	24%	17%	11%
Arson investigation	24%	28%	16%
EMS emergency medical service	24%	12%	5%
Response to environmental disasters	24%	26%	12%

Note: meeting participants indicated with which services they were least satisfied.

The Police Department

The most important responsibility of Police, by all accounts, is its visible presence in our communities. Citizens want to see them, to communicate what they see to them, and to have them respond to their requests.

Adults were not satisfied with the precinct response time, traffic enforcement, or narcotics enforcement services (all rated at 3.7 or above). Precinct response and traffic enforcement, along with DPW's dumpsite cleanup and streets and traffic design, were the only service to receive 4.0 ratings.

Precinct response is the consensus clear priority service of the Police Department. Youth placed second highest priority on narcotics enforcement, while adults placed it on traffic enforcement. Youth place much higher priority on community partnerships than adults.

As with City codes in general, citizens want stricter enforcement of laws. Youth want stronger communication with their peers "hanging out" in the streets and parks. Police Officer relations with the community remains an important issue of concern to a number of people.

Citizen Satisfaction and Budget Priorities for Police Department services						
SURVEY		MTGS	SERVICE	SURVEY		MTGS
Avg Ranking (1 – 5)		% least		“Your Budget”		Highest
Adults	Youth	satisfied		Adults	Youth	priority
4.0	3.1	43%	Precinct response to calls	\$2.50	\$2.22	41%
3.2	2.8	10%	Crime prevention	\$1.28	\$1.43	19%
3.7	3.0	21%	Narcotics enforcement	\$1.47	\$1.79	25%
3.5	2.6	9%	Partnerships with the community	\$1.25	\$1.65	8%
3.4	2.5	7%	Victim assistance	\$1.29	\$1.39	7%
4.2	2.9	4%	Traffic enforcement	\$1.97	\$1.52	1%
‘1’ very satisfied; ‘5’ unacceptable				May not add exactly to \$10		

Precinct response and traffic enforcement, along with DPW's dumpsite cleanup and streets and traffic design, were the only services to receive 4.0 ratings. As in 2002, along with dumpsite and playground maintenance services, precinct response services

received the worst satisfaction ratings of any youth ratings. Drug enforcement was the next most commonly cited of public safety concerns.

Among Police Department services, the highest percentage of adults reported that they “don’t know” about community partnerships.

Citizen Knowledge of Police Services: % “Don’t Know” for each service			
	Meeting	Adults	Youth
Precinct response to calls	6%	5%	6%
Crime prevention	6%	6%	12%
Narcotics enforcement	6%	9%	5%
Partnerships with the community	6%	20%	9%
Victim assistance	6%	4%	6%
Traffic enforcement	6%	11%	13%

Note: meeting participants indicated with which services they were least satisfied.

“Ordinances and rules need to be enforced...this is enforced in ‘better’ parts of the City but not everywhere.”

Citizen in 48226 area

“Funds for the Mayor and Governor should be cut. Especially, the funds for the police because they stay out of really troubled areas which need the most assistance.”

Renaissance High Student

The Public Lighting Department

Street lighting is far and away the most important to citizens of PLD's programs. Adults told us in their satisfaction ratings and survey comments that they were not satisfied with the reliability of street lighting in their neighborhoods. Youth were less critical in their assessments.



Mark Petty has presented as Public Lighting Department Director at every public budget meeting since the inception. Photo: Cordell Stubbs.

Some people expressed concern about the contract of field-related work tasks. One in ten youth commented about street lighting, and how important it is to their sense of safety.

Citizen Satisfaction and Budget Priorities for Public Lighting Department services						
SURVEY		MTGS	SERVICE	SURVEY		MTGS
Avg Ranking (1 – 5)		% least		“Your Budget”		Highest
Adults	Youth	satisfied		Adults	Youth	priority
3.5	2.7	73%	Street Lighting	\$4.98	\$3.89	85%
2.9	2.6	8%	Electric power production	\$2.28	\$2.93	12%
3.3	2.4	5%	Steam or electricity for some buildings	\$2.80	\$3.18	3%
‘1’ very satisfied; ‘5’ unacceptable				May not add exactly to \$10		

Many said that they don't understand PLD's power production and steam and electricity distribution operations. Some people commented that these were businesses the City should probably get out of.

Citizen Knowledge of PLD Services: % "Don't Know" for each service			
	Meeting	Web/Mail	Youth
Street Lighting	6%	0%	3%
Electric power production	6%	25%	7%
Steam/electricity for some buildings	6%	20%	6%

Note: meeting participants indicated with which services they were least satisfied.

"I cannot stand the electric system because the street lights are hardly ever on, traffic lights are broke, and there is always a power outage."

Renaissance High Student

The Department of Public Works

Garbage pickup continues to be a success story for the City. Some citizens commented about spillage during the pickup, but appreciated the timeliness and reliability of the service. This was true in all areas of the city, and according to all survey groups. Few city services rated as highly this year or in any of the survey years.

Bulk pickup is another matter. Citizens told us they wanted those who set out bulk items at incorrect times to be punished.



All groups gave the highest budget allocations to garbage pickup. Dumpsite and vacant lot cleanup received nearly the same allocations, and only a few \$0 allocations.

Conversely, street cleaning received the lowest allocations, with almost one in five adults willing to eliminate its funding.

Ulysses Burdell, shown here describing initiatives at the Farwell meeting, is the Deputy Director of DPW. Photo: Kwabema Shabu.

Citizen Satisfaction and Budget Priorities for DPW Department services						
SURVEY		MTGS	SERVICE	SURVEY		MTGS
Avg Ranking (1 – 5)		% least		“Your Budget”		Highest
Adults	Youth	satisfied		Adults	Youth	priority
2.3	2.2	6%	Garbage pickup / waste disposal	\$2.17	\$1.92	21%
4.0	3.2	48%	Dumping and vacant lot cleanup	\$2.01	\$1.83	42%
3.6	2.9	17%	Maintenance of City-owned streets	\$1.60	\$1.68	17%
3.5	2.7	16%	Snow and ice removal	\$1.25	\$1.47	13%
3.0	2.6	1%	Street cleaning	\$1.13	\$1.38	2%
4.0	2.8	8%	Streets and traffic systems design	\$1.78	\$1.71	5%
‘1’ very satisfied; ‘5’ unacceptable				May not add exactly to \$10		

Everyone is concerned about vacant land in the City. So many city services are connected to this problem. Dumpsite and vacant lot cleanup services were the lowest rated of any item from youth as well as adults, and were the highest priority in many budgets. Many people asked for even more aggressive demolition (now a Buildings and Safety Engineering Department responsibility). There were a lot of comments about enforcement of property maintenance standards (also a BSE responsibility), including on city-owned vacant lots.

Another area of concern is the condition of roads. While many people may not know which roads are the city's responsibility to maintain, citizens in every zip code area of Detroit told us that there needs to be more maintenance.

Of all youth concerns, the most common related to the physical environment of their neighborhoods: unkempt and abandoned buildings, vacant land, litter in the streets, the lack of facilities. Nearly one in three of the youth who made comments asked that the physical environment be improved. Nearly one in four urged more aggressive demolition, tied to an overall program of renovation and redevelopment.

Youth are also very sensitive to issues that might be called pedestrian-oriented, such as timeliness of snow and ice removal, sidewalk repair, weed overgrowth on vacant lots, and the condition of roads.

"I do not like how my street (has) too many open lots...I also walk to school and there are open lots there too. I got raped and I don't want that to happen to anyone else."

Redford High Student

"...on street cleaning days, some people do not move their vehicles and therefore the whole street will not be cleaned properly... I suggest inspecting streets scheduled for cleaning half-hour in advance."

Renaissance High Student

Citizen Knowledge of DPW Services: % "Don't Know" for each service			
	Meeting	Web/Mail	Youth
Garbage pickup / waste disposal	4%	2%	3%
Dumping and vacant lot cleanup	4%	2%	9%
Maintenance of City-owned streets	4%	2%	4%
Snow and ice removal	4%	2%	4%
Street cleaning	4%	4%	9%
Streets and traffic systems design	4%	6%	8%

Note: meeting participants indicated with which services they were least satisfied.

The Health Department

Health administers a variety of programs, and those who said they understood this mix were somewhat satisfied with it. Performance of most services rated adequately.

Many people told us that they don't know about Health's services, other than animal control. This may be, at least in part, because so many are targeted services. All other departments had much lower rates of "don't know".

At the meetings and in the survey, citizens told us that the most important Health Department responsibilities are substance abuse prevention and treatment, and primary care and dental services. Youth priorities among the ten programs were not clear.

Citizen Satisfaction and Budget Priorities for Health Department services						
SURVEY		MTGS	SERVICE	SURVEY		MTGS
Avg Ranking (1 – 5)		% least satisfied		“Your Budget”		Highest priority
Adults	Youth			Adults	Youth	
3.1	2.9	6%	Animal Control	\$1.04	\$1.00	0%
2.5	2.1	2%	Birth records and Death certificates	\$0.82	\$0.88	0%
3.2	2.5	13%	Communicable disease prevention	\$1.01	\$1.10	18%
3.2	2.5	17%	Enforcing rules re: rodents	\$0.99	\$0.94	5%
2.8	2.5	3%	Restaurant inspections & licenses *	\$0.79	\$0.94	4%
3.0	2.4	na	Access to data & service information *	\$0.73	\$0.94	na
3.3	2.3	14%	Primary care clinics, dental services	\$1.27	\$1.01	24%
3.0	2.8	6%	School health services *	\$1.02	\$1.12	6%
2.7	2.4	6%	Pregnant women & children services *	\$1.07	\$1.05	10%
3.3	2.6	21%	Subst. abuse prevention & treatment *	\$1.24	\$1.04	33%
‘1’ very satisfied; ‘5’ unacceptable			* not recorded on the web surveys	May not add exactly to \$10		

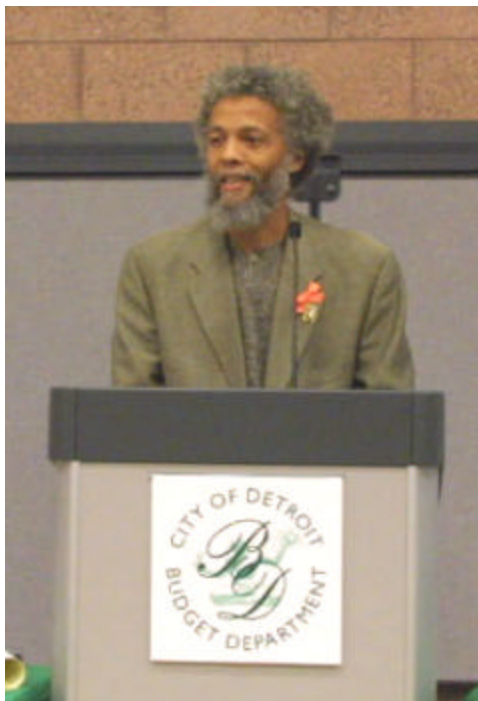
Youth were more likely to comment about what might be called human services – the need for homeless services and jobs programs – than about public health programs. There were a few comments about control of stray dogs, and a few comments for free access to primary care services.

Citizen Knowledge of Health Services: % "Don't Know" for each service			
	Meeting	Web/Mail	Youth

Animal Control	13%	14%	12%
Birth records and Death certificates	13%	25%	22%
Communicable disease prevention	13%	24%	17%
Enforcing rules re: rodents	13%	21%	14%
Restaurant inspections & licenses *	13%	32%	11%
Access to data & service information *	13%	35%	20%
Primary care clinics, dental services	13%	29%	7%
School health services *	13%	39%	8%
Pregnant women & children services *	13%	35%	13%
Substance abuse prevention & treatment *	13%	26%	15%

Note: meeting participants indicated with which services they were least satisfied.

** Due to technical difficulties, some web data was not recorded.*



Dr. Noble Maseru became Health Director at the beginning of 2003. Photo: Kwabema Shabu.

The Recreation Department

Especially for recreation department services, youth had very different opinions than adults. Youth satisfaction for all recreation services was much greater than adult satisfaction ratings for recreation.

After school programs were close to the highest priority of survey respondents taken as a whole. Some citizens made a point to distinguish between after school programs and other recreation programs offered. Youth placed after-school programs above other recreation department programs in their budgets.

Citizen Satisfaction and Budget Priorities for Recreation Department services						
SURVEY		MTGS	SERVICE	SURVEY		MTGS
Avg Ranking (1 – 5)		% least		“Your Budget”		Highest
Adults	Youth	satisfied		Adults	Youth	priority
3.2	2.9	17%	Belle Isle and Riverfront parks	\$1.88	\$1.50	12%
3.2	2.6	22%	After-school programs	\$1.63	\$1.65	34%
3.2	2.6	8%	Recreation programs	\$1.37	\$1.67	10%
3.6	3.1	18%	Playground maintenance, activities	\$1.45	\$1.29	13%
3.5	3.0	8%	Landscape of parks and trees	\$1.38	\$1.26	0%
3.4	2.8	15%	Recreation center/equipment mtc	\$1.39	\$1.25	19%
3.3	2.4	6%	Athletic leagues/competitions	\$0.87	\$1.38	8%
‘1’ very satisfied; ‘5’ unacceptable				May not add exactly to \$10		

The Belle Isle and Riverfront parks service received the highest budgets and the fewest \$0 allocations from adults, but was third highest priority for youth. Athletic leagues and competition received the least support from every group. It received the lowest budget allocations from adults, and the most \$0 allocations from every group: more than 25% of those surveyed.

Landscaping of parks and trees was the subject of many concerns in 2002. In 2003, there were not many comments of adults about it, but it still received one of the lowest satisfaction ratings of any Recreation service. Playground and recreation center maintenance received similarly poor ratings.



Deputy Director Lee Stephenson of the Recreation Department personally addresses a citizen concern after the Farwell meeting. Photo: Kwabema Shabu

One in four of the youth that made comments wanted either recreation programs geared toward them, or serviceable playground or recreation center facilities in their neighborhoods. They were more likely to ask for facilities than the programs.

Citizen Knowledge of Recreation Services: % "Don't Know" for each service			
	Meeting	Web/Mail	Youth
Belle Isle and Riverfront parks	6%	6%	5%
After-school programs	6%	25%	3%
Recreation programs	6%	18%	6%
Playground maintenance, activities	6%	11%	7%
Landscape of parks and trees	6%	5%	8%
Recreation center/equipment maintenance	6%	17%	5%
Athletic leagues/competitions	6%	27%	7%

Note: meeting participants indicated with which services they were least satisfied.

*"I think there should be more
parks in Detroit to make it a
prettier place..."*

Mackenzie High student

How would citizens spend limited City tax money?



We asked “How much money would you give to each department,” and “which departments would you increase or decrease?” We wanted to know how the current budget for each major department, for the 7 staff agencies, and for 26 other tax-supported agencies, might be changed. Which departments should get more attention, and at the expense of which other departments funded by City tax money?

At the Farwell meeting, after the departmental presentations at the public meetings, the

Budget Director identified other items in the City’s General Fund, and asked citizens which items would be their #1, #2 and #3 priorities to increase.

Only one in five web surveys recorded citizen feedback on this question, due to technical problems. Among responses received, only one in three recorded any changes, undoubtedly reflecting in part the length of the overall survey as well as how challenging the question is.

Consistent with citizen comments about reducing the scope of city government, increases to major government budgets were typically made at the expense of the amount spent on the City’s many other tax-supported agencies.

As opposed to in 2002, citizens were least likely to increase the Public Lighting Department budget, and most likely to cut it. Citizens were also not inclined to support the Public Works budget. Unlike many other survey years, citizens increased the Health Department budget.

Despite being a central part of the highest priority Public Safety function, as the largest tax-supported item, citizens were not unwilling to cut the Police Department budget.

“Zoological park in Royal Oak patronized mainly by suburbanites is a liability to Detroit and could be sold. That way, those who use it can pay for it and the money we get for the sale could be used to build and update infrastructure within the city limits.”

Web Survey

“if they serve no purpose, why have it ?”

Web Survey

“Your budget” for Major Department services: % of Citizens increasing (decreasing) each line item			
	Current Budget	Web	Meetings
Fire Department	\$10.49	21% (2%)	16%
Police Department	25.80	13% (7%)	28%
Public Lighting Department	4.30	23% (3%)	3%
Public Works Department	12.10	15% (11%)	9%
Recreation Department	3.60	24% (4%)	17%
Health Department	6.00	20% (7%)	35%
Major Departments	\$62.70		
Internal Staff Departments and Other			
Tax-Supported Agencies	\$37.30	1% (24%)	1.5%
	\$100		
<i>Note: meeting participants were only asked which of the line items they would increase</i>			

Comments about reorganizing city government and services were the most frequently mentioned items among adults. Among these, some said to stop subsidies, and some said we should be focusing on reducing the tax burden in order to increase growth in Detroit.

One in ten of those who would increase other agency budgets would increase half or more agencies; almost one in five of those who would decrease would cut half or more agencies.

Changes to Other Agency Budgets in Your Overall Tax-Supported Budgets			
	Mail Surveys	Web Surveys	Youth Surveys
% making no changes	31%	55%	41%
% making changes	69%	45%	59%
Avg # of agencies increased	5.8	3.1	13.2
Avg # of agencies decreased	6.6	4.8	8.9
<i>Note: Meeting participants were only asked which of the line items they would increase</i>			

HOW THE CITY WILL USE THE FINDINGS

The Budget Department has provided this information to Mayor Kilpatrick, to City Council members and to every City Department Director, and will make it broadly available on the City's website and to the requesting public.

By December 8, all City agencies are required to make requests for next year's budget (which covers July 1, 2004 – June 30, 2005). The budget process includes a series of reviews of agency proposals, first by the Budget Director, then by the Mayor, then by the City Council. These reviews are based on the actual costs we see in the current year, and on the priorities of City leaders. With the Citizen Budget information, we can now more effectively factor citizen concerns and priorities into these important decisions.

Citizens, business, community organizations and everyone with a stake in Detroit, are encouraged to get involved when City Council opens debate in April and May before making final budget decisions.

"I feel that this questionnaire is an excellent tool to help citizens realize and think about the budgetary constraints the city government has to work with."

Citizen in 48214 area



Those who come to the meetings provide their mailing address so the City can send them the following year's announcement materials. Photo: Cordell Stubbs

APPENDIX: CITIZEN BUDGET PROGRAM MANAGEMENT AND DETAILED SURVEY METHODS

Managing the Citizen Budget Program

1997 City of Detroit Charter revisions require that a public meeting be held by November 1 each year to review programs, services and activities to be included in the next budget, and to receive public comment (Section 8-203). This applies only to: Fire, Health, Police, Public Lighting, Public Works, Recreation and Water and Sewerage (DWSD) Departments. DWSD holds separate public meetings.

2 Budget Department staff work ½ time organizing the events and community outreach in August and September. Janet Anderson, PhD is the Manager and Principle on the study.

Budget Department staff choose the sites, create the annual survey, do the community outreach, and arrange meeting logistics. The print materials are produced with the assistance of Communications and Creative Service Department staff, who also work on media contacts. Neighborhood City Halls staff help with outreach. Budget Department staff prepared a bulk mail to 3800 community organizations and block clubs

listed in the Neighborhood City Halls and City Plan Commission databases. Budget staff also delivered surveys and announcements to over 100 city facilities located throughout the city, and made presentations at Police Precinct Community Relations meetings.

Direct expenses for this effort in 2003 were \$3800. This was primarily for mailing out the announcement and survey, for paper for the flyers and surveys, and for publication of a meeting notice in the Michigan Chronicle and in the Detroit Legal News (as required by the City Charter).

The history of public meeting outreach and citizen participation is below, followed by detailed data from all three sections of the Citizen Survey referenced in the report narrative. The data is descriptive of the electronic voting information acquired at the meetings, the on-line surveys transmitted, and prepaid mailer surveys returned. Sub-groups were examined according to demographic information reported (reflected by the 'N' indicated), but no statistical tests of association were performed.

History of Public Meeting Outreach and Participation

	<i>Outreach</i>			<i>Participation</i>			
Meeting Site	Mail Units	Flyers to City Sites & Events	Print Info Packets distributed	Number Attending Meetings	Meeting Surveys Received	Mailed in/ Internet Surveys	Youth Surveys Received
Northwest Activities Butzel Family Center 1997 Totals	600	500	200	90 77 167	61 41 102	n.a.	n.a.
11th Police Precinct LASED Comm. Ctr 1998 Totals	600	1600	200	66 44 110	95²	n.a.	141
9th Police Precinct 6th Police Precinct 1999 Totals¹	600	1500	537	55 31 86	65	n.a.	n.a.
Adams-Butzel Center Coleman Young Ctr 2000 Totals	3424	5000	316	71 26 97	46	106	n.a.
Dominican High Williams Center 2001 Totals	3517	4150	170	47 37 84	35 28 63	218	159
Blight Busters' Center Howe Elementary 2002 Totals¹	3824/7553	11,350	215	111 99 210	38 70 108	393	303
Holy Redeemer Farwell Center 2003 Totals	3829	15,500	360	88 103 191	87 92 179	341	297
Note 1: Starting in 1999, an announcement booklet and flyers were distributed; in 2002, a post card went to each site's Zip+4 Note 2: In 1998, youth participated at the 11 th Precinct meeting; starting in 2001, meetings were held in 6 schools							

Further Detail of Survey Section Methods

On the survey, the service categories did not include any detail about the budgetary items each contained. Citizens were ranking them according to what they thought each represented. At the meetings, the Budget Director made a brief presentation of the section that was slightly more elaborate of the categories. In the schools, Budget Managers made brief presentations of each section to the students.

A Sql Server database was created for automatic capture of the online survey responses, using newly-created ASP.NET forms. The survey link was not activated until September 16, 2003, which was two weeks after the bulk mailout announcement was delivered. The link was widely distributed starting after September 16. The database had the following limitations in this pilot year:

- duplicate postings of records under unspecified circumstances

- inability to restrict calculated field totals to the \$10 and 100% totals prescribed in the “Your Budget” sections, and inability to restrict Section I rankings to unique numbers
- unrefreshing user views associated with calculated fields in the “Your Budget” sections
- missing “Your Budget” fields in the database for certain Health Department services
- posting errors associated with the Section III data under unspecified circumstances

A citizen’s ranking might reflect their opinion of the importance of the service, or it might reflect what they think the City of Detroit’s role is in providing that service. For example, some citizens ranked Public Transportation low because they felt that the City of Detroit should not be the provider; undoubtedly, this could have been part of Public Health or other rankings as well.

Rankings were weighted to take into account “overvoting” or the casting of multiple 1st place votes. Less than 10% of the surveys taken without instruction (mailer and web) involved some of this. Youth surveys did not, and the meeting polling did not permit it. People may have felt they were giving emphasis to items by placing them all as #1, but we chose to weight them in order to preserve the value of the #1. If 5 items were given a #1, then these items shared the first 5 places (or a ‘3’ ranking each).

We asked citizens to tell us how satisfied they are in their neighborhoods with the services they know, using a 1 – 5 rank. A ‘1’ rank was “very satisfied” and a ‘5’ rank was “unacceptable.” Or, citizens were invited to indicate “don’t know” by any given item and these were excluded from average calculations.

A 1 – 5 rating scale depends heavily on criteria that are often subjective. For example, a rating of unacceptable might indicate a single bad experience, or it might reflect wide-ranging service level expectations. In sum, these rankings do not explain why a person is dissatisfied; they only raise flags.

We also asked citizens on the survey to create “YOUR Budget” for the coming year by dividing \$10 among the programs of each major department; at the meetings, we asked citizens to identify the “most important” and “least important” of each major Department’s programs.

The budget allocations are assumed to reflect the order of priority placed on each service. If an item was given the highest amount, it was assumed to be the most

important to that individual. It was not assumed that the individual felt it was currently under-resourced, or that the individual perceived that it was a more costly item to accomplish. An item given \$0 was assumed to be something the individual thought the department should not do using tax dollars.

Using the data this way, we adjusted budgets for under- or over-allocation. For example, if a citizen balanced to \$8, each item was prorated up by 25% to equal to the \$10 total. In this way, the data was used as shares or percentages and not as dollars. Average budget allocations presented for each item therefore should total nearly \$10, but not exactly, according to rounding practices in weighting.

Section III was intended to measure overall priorities placed on departments. Any item deviating from the provided “Current Budget” share (rounded to the nearest integer) was classified as an “increase” or a “decrease.” Citizen budgets for the tax-supported agencies in Section III were weighted using the same technique used in Section II.

Demographics are essential to interpreting summary findings. Without random and representative sampling methods, statistical methods of analysis relationships of survey opinion to Detroiters’ opinion, were not utilized. While the participation is open and somewhat randomly announced, the circumstances of citizen participation – whether or not the bias of choosing to participate is diffuse – have not been analyzed. Polling methods at the meetings do not even permit statistical analysis because individual opinion is not recorded with individual demographic characteristics.

Demographics are analyzed in the aggregate relative to citywide characteristics to understand facets of representation in the study.

Biases introduced by online “web” survey procedures have not been analyzed.

Further Detail of Youth Opinion by Participating High School: Satisfaction Ratings and “Your Budget” Priorities

Youth Satisfaction with Fire Department services						
Average Ranking (1-5)						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Fire Suppression (fighters/equipt)	2.64	2.81	2.38	2.37	2.19	2.36
Fire Prevention	2.10	2.18	2.71	2.57	2.55	2.75
Arson Investigation	2.08	2.25	2.75	2.60	2.44	3.08
EMS Emergency medical service	3.07	2.83	2.73	2.62	2.50	2.66
Response to environ'l disasters	2.90	2.31	3.33	2.77	3.08	2.66
<i>'1' very satisfied; '5' unacceptable</i>						

Youth Satisfaction with Police Department services						
Average Ranking (1-5)						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Precinct response to calls	3.57	3.06	3.47	2.39	2.73	3.22
Crime prevention	2.60	2.21	3.33	2.59	2.64	3.04
Narcotics enforcement	2.64	2.82	3.29	2.88	3.32	3.31
Partnerships with the community	3.00	2.50	2.80	2.61	3.09	2.77
Victim assistance	3.38	1.80	2.33	2.64	2.15	2.67
Traffic enforcement	3.00	2.14	2.73	2.74	2.95	3.22
<i>'1' very satisfied; '5' unacceptable</i>						

Youth Satisfaction with Public Lighting Department services						
Average Ranking (1-5)						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Street Lighting	2.87	2.55	2.15	2.83	2.63	2.75
Electric power production	3.00	2.60	2.21	2.68	2.48	2.44
Steam or electricity for some buildings	2.69	2.55	2.07	3.90	2.33	2.32
<i>'1' very satisfied; '5' unacceptable</i>						

Youth Satisfaction with DPW Department services Average Ranking (1-5)						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Garbage pickup / waste disposal	2.20	2.50	2.57	2.14	2.46	2.07
Dumping and vacant lot cleanup	3.92	2.56	3.33	3.06	3.92	3.65
Street Maintenance (City-owned)	3.14	2.32	3.14	2.83	4.14	2.85
Snow and ice removal	2.93	2.00	3.14	2.62	3.20	2.78
Street cleaning	3.08	2.00	2.38	3.47	2.52	2.68
Streets & Traffic systems design	3.46	2.13	3.15	2.63	3.00	3.41
<i>'1' very satisfied; '5' unacceptable</i>						

Youth Satisfaction with Health Department services Average Ranking (1-5)						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Animal Control	3.69	2.06	2.62	2.96	3.19	2.83
Birth records and Death certificates	2.40	2.00	1.93	2.52	1.80	2.26
Communicable disease prevention	3.43	1.76	2.62	2.51	2.62	2.50
Enforcing rules re: rodents	2.67	2.33	2.75	2.33	3.19	2.81
Restaurant inspections & licenses	2.62	2.53	2.86	2.31	2.36	3.09
Access to data & service info	2.85	2.33	2.38	2.42	2.25	3.16
Primary care clinics, dental service	2.80	2.06	2.50	2.88	2.17	2.81
School health services	3.29	2.80	3.29	2.48	2.13	3.56
Pregnant women/children services	2.87	2.06	2.14	2.53	2.57	2.98
Subst. abuse prevention/treatment	2.83	2.13	2.92	3.24	2.70	3.62
<i>'1' very satisfied; '5' unacceptable</i>						

Youth Satisfaction with Recreation Department services Average Ranking (1-5)						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Belle Isle and Riverfront parks	2.93	2.17	2.43	2.45	2.50	2.86
After-school programs	2.64	2.28	2.36	2.66	2.56	2.85
Recreation programs	2.86	2.00	2.43	2.53	2.17	2.57
Playground maintenance, activities	3.36	2.28	3.14	2.88	2.54	3.60
Landscape of parks and trees	2.92	2.25	3.14	2.59	2.41	3.63
Recreation center/equipment mtc	3.00	2.92	3.00	2.96	3.44	3.68
Athletic leagues/competitions	2.80	2.47	3.07	2.88	2.92	3.44
<i>'1' very satisfied; '5' unacceptable</i>						

Youth Budget Priorities for Departmental Services

Youth \$10 Budgets: Priorities for Fire Department services						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Fire Suppression (fighters/equip')	\$2.38	\$1.78	\$2.02	\$2.21	\$2.07	\$2.17
Fire Prevention	\$1.32	\$1.78	\$1.98	\$1.81	\$1.93	\$1.82
Arson Investigation	\$1.44	\$1.90	\$1.20	\$1.72	\$1.66	\$1.35
EMS Emergency medical service	\$3.60	\$2.81	\$2.94	\$2.34	\$2.42	\$2.95
Response - environmental disasters	\$1.26	\$1.74	\$1.71	\$1.92	\$1.91	\$1.72
<i>May not add exactly to \$10</i>						

Youth \$10 Budgets: Priorities for Police Department services						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Precinct response to calls	\$4.54	\$1.74	\$2.07	\$1.98	\$2.01	\$2.51
Crime prevention	\$.77	\$1.68	\$1.55	\$1.59	\$1.46	\$1.11
Narcotics enforcement	\$.59	\$1.76	\$1.90	\$1.87	\$1.72	\$1.85
Partnerships with the community	\$1.77	\$2.03	\$1.67	\$1.57	\$2.00	\$1.55
Victim assistance	\$.67	\$1.35	\$1.23	\$1.56	\$1.48	\$1.16
Traffic enforcement	\$1.36	\$1.44	\$1.58	\$1.42	\$1.35	\$1.82
<i>May not add exactly to \$10</i>						

Youth \$10 Budgets: Priorities for Public Lighting Department services						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Street Lighting	\$4.33	\$3.79	\$3.13	\$3.73	\$4.05	\$3.78
Electric power production	\$1.93	\$2.62	\$2.86	\$3.00	\$2.97	\$2.99
Steam or electricity for some buildings	\$3.73	\$3.37	\$3.46	\$3.14	\$2.83	\$3.23
<i>May not add exactly to \$10</i>						

Youth \$10 Budgets: Priorities for DPW Department services						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Garbage pickup / waste disposal	\$0.89	\$2.27	\$1.88	\$2.04	\$1.83	\$1.81
Dumping and vacant lot cleanup	\$3.07	\$1.81	\$1.99	\$1.74	\$1.79	\$1.68
Maintenance of City-owned streets	\$1.80	\$2.01	\$1.83	\$1.64	\$1.69	\$1.62
Snow and ice removal	\$0.87	\$1.50	\$1.52	\$1.55	\$1.54	\$1.34
Street cleaning	\$1.18	\$1.22	\$1.07	\$1.42	\$1.51	\$1.41
Streets and Traffic systems design	\$2.18	\$1.19	\$1.71	\$1.57	\$1.64	\$2.14
<i>May not add exactly to \$10</i>						

Youth \$10 Budgets: Priorities for Health Department services						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Animal Control	\$1.00	\$1.04	\$1.07	\$0.99	\$1.24	\$0.90
Birth records and Death certificates	\$0.20	\$0.88	\$0.79	\$1.05	\$0.91	\$0.62
Communicable disease prevention	\$1.11	\$1.01	\$1.14	\$1.09	\$0.98	\$1.17
Enforcing rules re: rodents	\$0.70	\$0.94	\$1.00	\$0.95	\$0.76	\$1.02
Restaurant inspections & licenses	\$0.20	\$0.89	\$1.00	\$1.01	\$0.85	\$0.91
Access to data & service info	\$1.21	\$0.96	\$0.75	\$0.96	\$0.80	\$0.91
Primary care clinics, dental services	\$1.70	\$1.06	\$0.93	\$0.95	\$0.98	\$1.02
School health services	\$1.21	\$1.32	\$1.07	\$1.03	\$1.00	\$1.27
Pregnant women / children services	\$1.52	\$1.03	\$1.14	\$0.94	\$1.35	\$1.04
Subst. abuse prevention / treatment	\$1.14	\$0.87	\$1.04	\$0.97	\$1.16	\$1.14
<i>May not add exactly to \$10</i>						

Youth \$10 Budgets: Priorities for Recreation Department services						
SERVICE	Central	Kettering	Mackenzie	Osborn	Redford	Renaissance
Belle Isle and Riverfront parks	\$1.65	\$1.93	\$1.31	\$1.77	\$1.78	\$1.44
After-school programs	\$1.98	\$1.66	\$1.32	\$1.52	\$2.01	\$1.77
Recreation programs	\$0.64	\$1.29	\$1.48	\$1.46	\$1.31	\$1.43
Playground maintenance, activities	\$2.22	\$1.26	\$2.07	\$1.39	\$1.56	\$1.51
Landscape of parks and trees	\$0.77	\$1.21	\$1.28	\$1.34	\$1.02	\$1.27
Recreation center/equipment mtc	\$1.41	\$1.38	\$1.27	\$1.29	\$1.07	\$1.34
Athletic leagues/competitions	\$1.33	\$1.27	\$1.28	\$1.26	\$1.25	\$1.24
<i>May not add exactly to \$10</i>						